

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## DIVISION OF AIR QUALITY ANNUAL GOALS FY 2000

### I. DAQ STRATEGIC GOAL

#### PROTECT THE ENVIRONMENT

Attain and maintain air quality to protect public health and the environment through a comprehensive program including development and implementation of air pollution control strategies; promotion of compliance; monitoring of emissions and ambient air; promotion of appropriate pollution prevention activities; and further development and optimization of the emissions inventory process. Develop and implement control strategy plans, permitting process and compliance procedures, and rules which protect air quality, enhance appropriate development, and enhance Utah's economic potential. Operate a quality assurance program under a comprehensive Division QA policy.

#### Measures:

- |                                 |  |
|---------------------------------|--|
| CPM→<br>A1,P2<br>CPM→<br><br>A2 | a. National Ambient Air Quality Standards are attained and maintained.                             |
|                                 | b. National Emission Standards for Hazardous Air Pollutants are attained and maintained.           |
|                                 | c. PSD Increments are protected.   |
|                                 | d. State Implementation Plans (SIPs) are developed to attain and maintain air quality.             |
|                                 | e. Regulated community compliance status improves.   |
|                                 | f. Monitoring network collects appropriate and valid data.   |
|                                 | g. Appropriate emission inventories are completed and trends developed.                            |
|                                 | h. Appropriate permits are issued in accordance with the Clean Air Act and State law requirements. |

## **DIVISION ANNUAL GOALS**

- CPM→ 1.** Appropriate SIPs are developed and implemented and pre-1997 NAAQS revoked in all areas of the state.  
**A6**

### **Measures:**

- a. An SO<sub>2</sub> Maintenance Plan is prepared and submitted to EPA for review and approval by December, 1999.
- b. The Inventory Section of the SIP is reviewed and revised as appropriate by December, 1999.

- CPM→ 2.** Existing SIPs are implemented  
**A7**

### **Measures:**

- a. Conformity determinations of TIPs and LRPs are reviewed and comments submitted to the appropriate agency within the comment period of each finding.
- b. A process for implementing VOC CTG's is developed within 30 days of publication by EPA of a new VOC CTG, if appropriate to the State.
- c. The implementation of the government agency Employer-based Trip Reduction Program required in the Ozone Maintenance Plan. Statistics are under review to determine the progress of individual agencies in meeting their six-year 20% drive-alone reduction goal. If appropriate, a revision in the program will be proposed by June 30, 2000.

- CPM→ 3.** Appropriate Inventories are developed and improved.  
**A5, A9**

### **Measures:**

- a. The Title V 1999 inventory is prepared by August 15, 2000.
  - b. A 1999 HAP inventory is prepared by August 15, 2000.
  - c. Non-HAP / non-criteria / non-MACT regulated pollutants are inventoried by August 15, 1999.
  - d. The 1997 Major source annual inventory is uploaded to EPA by September 1, 1999.
  - e. An ammonia inventory is completed by October 1, 1999.
4. PSD increment tracking continues to meet federal requirements.

**Measures:**

- a. Major Sources are tracked for increment consumption as permits are issued.
  - b. A work group involving staff from the Technical Analysis, SIP Development, NSR, Monitoring, and OPs Sections is formed to study a methodology for tracking minor Source SO<sub>x</sub>, NO<sub>x</sub>, and PM by December 31, 1999.
  - c. PSD tracking will be addressed in the design of the NSR database permitting system that is under development.
5. Maintain an adequate ambient air quality monitoring program according to 40 CFR part 58 to assess public exposure to air pollutants and to determine attainment status.

**Measures:**

- a. The annual Monitoring Network Review is completed and submitted to EPA by June 30.
  - b. PM 10 monitoring sites are reviewed and sited as necessary.
  - c. A mercury monitoring network is established as required by EPA regulations.
  - d. Toxic air pollutants are monitored at Grantsville as determined necessary.
  - e. Appropriate participation in the Improve Steering Committee and WRAP Monitoring Committee.
  - f. The need for an ammonia monitoring network is reviewed and coordinated with EPA and appropriate sections in DAQ.
  - g. Locations for new monitoring sites are based on current emission inventories and air quality modeling.
  - h. For PM 2.5 develop and implement a database management plan that meets EPA requirements reporting and quality assurance requirements.
6. Implement Urban Airshed Modeling for Utah County CO redesignation, and ozone formation along the Wasatch Front as it applies to the new ozone NAAOS.

**Measures:**

- a. Submit a final report of the Wasatch Front Ozone Study for review to DAQ, DEQ, AQB, and EPA. Have completed report written by 5/15/99.

- b. Evaluate and incorporate available meteorological and air quality data that is applicable to UAM modeling.
- c. Develop two new episodes from the summer of 1998. These episodes will be evaluated with the new 8 hour ozone standard. A part of this evaluation will be to address the adequacy of UAM-IV as an analysis tool for a potential 8-hour ozone SIP.
- d. Based on the outcome of negotiations between EPA and Utah County, begin a reanalysis of CO in the Provo/Orem area. Modeling protocol development for a UAM CO study to begin in the last quarter of 1999.
- e. Secure funding and participate in a year long meteorological study with the University of Utah to incorporate more robust meteorological modeling in to the UAM modeling process; July, 1999 to July, 2000.
- f. Develop in-house expertise with the use of the CALMET meteorological model by December 1999.

7. Pro-active pollution reduction measures are reviewed and implemented as appropriate.

**Measures:**

- a. Pollution prevention measures are promoted during permit development where appropriate and feasible.
- b. Phase II of the EPA Greenhouse Gas grant is completed and sources where significant green gas reductions are possible are identified.
- c. Feasibility of Stage I at gasoline stations statewide reviewed and a report presented to the Board by May 31, 1999.

Stage I proposed in Utah and Weber Counties by Board on April 1, 1999. Rule is expected to become final in July 1999. Implementation date will be May 1, 2000.

8. Maintain and assist the compliance status of air pollution sources in the State.

**Measures:**

- a. Maintain for review by EPA and the State compliance of stationary sources through the compliance monitoring strategy by November 15, 2000.

ASB→

- b. Asbestos notification, certification, and outreach programs are implemented, and at least 120 on-site inspections are performed.

- c. The work program for the AHERA Toxic Substances Compliance Monitoring Grant is implemented.

LD→

- d. The work program for the State Lead Program Development Grant is implemented, and a program that meets State needs is developed in conjunction with other affected agencies.
- e. A method is developed and implemented to use the inventory data to verify synthetic minor / de minimis source status, coordinate HAPs inventory data with TRI data, and verify allowable vs. actual emissions as part of the new NSR data base system.

9. Implement the Operating Permits Program meeting the current requirements of Title V, CAAA 1990, and the Utah Air Conservation Act.

**Measures:**

- a. An Operating Permits Program is implemented as described in program approval from EPA.
- b. The provisions of the Acid Rain Act and 40 CFR Part 72 and Part 76 are implemented.

10. Continue issuing approval orders for new sources and modifications of the existing approval orders.

**Measures:**

- a. Communications with sources are carried out effectively to complete NOI submittals and any other information necessary for reviews.
- b. Air quality modeling is completed to ensure the protection of the NAAQS and PSD increment ceilings in class I and class II areas.
- c. Hazardous air pollutants (HAP) emissions are documented and reviewed, and if necessary, air quality modeling for HAP sources is completed to assess the ambient impact.
- d. Streamline permitting process by developing more permits by rule, general permits, and upgrading permitting forms.
- e. Continue making improvement in the implementation of the de minimis rule and flexibility provisions.



- f. Complete review of permitting process and document processes/procedures for redesign of the NSR database user-interface to support NSR permitting.
11. Continue issuing pollution control facility certifications for sales tax exemption

**Measure:**

Pollution control facility certifications are issued within 120 days from the application date

12. Quality Assurance programs are reviewed for effectiveness.

**Measures:**

- a. Statistical quality standards are met.
- b. Rules, regulations, procedures, policies, and protocols are complied with.
- c. Regulatory activities will be documented including the appropriate technical support.
- d. The State and EPA agree on the adequate quality of air program results.

## **II. DAQ STRATEGIC GOAL**

### **INVOLVE OTHERS IN THE PROCESS**

Involve customers (internal/external) in the development of SIPs, issuing permits, and compliance activities. Form partnerships with stakeholders to ensure consideration of all relevant issues. Align with customer (internal/external) needs and improve delivery of quality service by identifying and understanding customer needs, and by negotiating reasonable solutions to meet customer needs.

**Measures:**

- a. Customer feedback is obtained, reviewed, and appropriate action is taken.
- b. Cost of implementation is evaluated.
- c. Time required to meet customer needs is minimized.
- d. Stakeholders are involved in the development of air quality strategies and plans.

## **DIVISION ANNUAL GOALS**

1. The rules of the Air Quality Board are reorganized and rewritten to be more clear and usable.

**Measure:**

Progress in implementing Phase II (Non-Substantive changes, and NOT changing the intent of the rules - CAA references, capitalization, etc.) and Phase III (Substantive and possibly changing the intent or clarifying the intent of the rules) continues.

2. The internal rule-writing procedures document is completed.

**Measure:**

The rule writing procedures document is developed in coordination with legal staff, presented to managers in DAQ Quality Council, presented to individual sections in section meetings, and made available to all staff of the Division.

3. The web site is enhanced to increase the availability for public usage.

**Measures:**

- a. Provisions are made for external customers to comment on proposed rules, submit inventory data, and submit NOIs via the web, as well as providing clear and accurate information via the web.
- b. Staff input to the web page increases, including increased availability of public documents, data, charts, graphs, project status, etc. The Mobile Sources Section will work with the web master to create a Mobile Sources web page.
- OS→ c. The Division web structure conforms to the Department's One-Stop Program allowing external and internal customers a single access point for environmental data.

4. Involve affected entities in the rulemaking, SIP development, and permitting process

**Measures:**

- a. Partnerships include appropriate parties and the scope of the affected entities and their respective roles are clearly defined.
- b. Meetings are held to address a variety of issues including environment, health, and economic concerns, statutory requirements and implementation.

- SBA→** 5. The small business assistance program (SBAP) is maintained which actively assists small businesses to comply with rules of the Board.

**Measures:**

- a. Educational Assistance is provided to all small businesses affected by adopted NSPS and MACT standards.
  - b. As appropriate, the Small Business Advisory Panel's role is modified to increase the effectiveness of the SBAP.
  - c. Voluntary on-site assistance is provided.
  - d. The small business work plan for the Small Business Advisory Panel is modified as appropriate to better provide assistance needs.
  - e. Assistance tracking is modified as appropriate to better provide and measure assistance needs.
6. DAQ internal communications will be improved.

**Measures:**

- a. Quality Council will be used to identify cross-cutting issues and establish appropriate workgroups to discuss those issues.
  - b. Performance plans will be prepared that include responsibility for involving internal customers in each employees work product.
7. Provide technical support and application development of Geographic Information Systems (GIS) technology.

**Measures:**

- a. Develop operational AMC desktop visualization of air quality and meteorology data by September, 1999.
- b. Use the development of the AMC desktop visualization as starting point for a more feature rich, web based GIS environment to provide inter-departmental access to DEQ data. This GIS environment will be JAVA program based, integrated with the DEQ/DAQ data base and has been named the Java Utah GIS (JUGIS).
- c. On-going development of visualization application(s) for UAM output.



- d. Continue support of modeling efforts with GIS application already developed, accommodating changes as needed by the modeling staff.
- e. Completion of EPA sponsored GIS-Coordinates Project by September, 1998.
- f. Provide continued modeling and GIS analysis to the QGET/ Envision Utah partnership.

### **III. DAQ STRATEGIC GOAL**

#### **PARTNER WITH OTHER IN-STATE GOVERNMENT AGENCIES**

Work in partnership with local government, MPOs, and other state and federal agencies to develop and implement programs for the protection of air quality statewide and to achieve and maintain acceptable air quality along the Wasatch Front.

##### **Measures:**

- a. Partnership satisfaction and feedback.
- b. Appropriate areas of responsibility are defined for DAQ and local agencies.
- c. Recognition, discussion, prioritization, and resolution of applicable air quality issues occurs.

### **DIVISION ANNUAL GOALS**

- 1. Work to implement the MOU to address controlled, prescribed, and wildland fires in Utah.

##### **Measures:**

- a. A method for calculating an annual emissions inventory for wild and prescribed fires is developed by 9/15/99.
  - b. The Smoke Management Coordinator program is implemented by the State in cooperation with affected federal and state land managers.
- 2. Participate as appropriate in activities of other partner agencies.

##### **Measures:**

- a. Consultation procedures and a Transportation Conformity SIP are developed and submitted to EPA by December, 1999.

- b. DAQ staff are involved in planning activities of UDOT and UTA.
  - c. DAQ staff works with the local health departments to acquire and analyze vehicle miles traveled (VMT) data for use in inventory work of the division.
  - d. Local health department staff are trained as requested in the siting and operations of monitoring equipment.
  - e. Training and other assistance will be provided to tribal air quality staff as requested and within available DAQ resources.
3. Actively participate in the work of local planning agencies and organizations.

**Measures:**

- a. Envision Utah considers air quality in the evaluation of its alternative growth scenarios.
  - b. Participate in the refinement and analysis of the Envision Utah Preferred Growth Strategy.
  - c. Participation in Clean Cities which promotes the use of alternate fuels and alternate-fueled vehicles for state/local governments.
  - d. Work with Cool Communities and EPA to establish SIP credits for urban heat island mitigation measures.
  - e. Advice will be provided on fuels issues to improve air quality in Utah.
4. Coordinate with other divisions within DEQ on cross-divisional issues.

**Measure:**

Publicly Owned Treatment Works (POTW) rules are developed for review and approval in close cooperation with the Division of Water Quality.

5. Provide technical support to LHD vehicle emissions Inspection and Maintenance (I/M) programs.

**Measures:**

- a. Work with the LHDs to quantify effectiveness of existing and proposed I/M programs in support of future SIP development.
- b. Provide technical assistance to LHD I/M program staff.

**MSOA→ 6.** The Division supports and contributes to the goals and objectives of the Center for Automotive Science and Technology at Weber State University.

**Measures:**

- a. Accurate information provided to stakeholders about the impact of emissions, emission control systems and efficiency of vehicles.
  - b. Mobile source emission education & training provided to local & national automotive technicians, instructors, regulatory officials, field engineers and consumer groups.
  - c. An on-board diagnostics (OBD) educational/training program is developed under the EPA outreach grant by June 30, 2000.
  - d. Working with DEQ staff, partner with secondary and post-secondary engineering and automotive technology programs and assist them in strengthening their air quality-focused programs.
7. Work with EPA to complete federal actions on backlog of State submittals

**Measure:**

Appropriate assistance is provided EPA staff responsible for completing federal action on each submittal to facilitate final EPA action on each.

**IV. DAQ STRATEGIC GOAL**

**MAINTAIN DELEGATION OF FEDERAL PROGRAMS**

Delegation of federal air quality programs identified in the Clean Air Act Amendments of 1990 by developing appropriate plans, programs, policies, procedures and rules and by actively influencing non-delegated federal air quality programs to reflect Utah needs.

**Measures:**

- a. Delegated programs are maintained and meet Utah needs.
- b. Program activities result in minimal federal intervention.
- c. Federal and state air quality regulations and rules are reviewed regularly, and changes are made to ensure continued authority, applicability and enforceability.

**DIVISION ANNUAL GOALS**

1. Implement designated facility plans, NSPS, NESHAPS, MACTs, CTGs.

**Measure:**

- a. MACT Standards that apply to sources in Utah are adopted and implemented through the Operating Permit process as they are developed and promulgated by EPA.
- b. CTGs that apply to sources in Utah are adopted and implemented through the permit process as they are developed and promulgated by EPA.
- c. NSPS standards that apply to sources in Utah are adopted and implemented through the permit process as they are developed and promulgated by EPA.

2. Continue to submit data to EPA as required by EPA.

**Measures:**

- a. Quality assured ambient air pollution data will be submitted to AIRS no later than 90 days after each calendar quarter.
- b. Data precision and accuracy assessments will be submitted to AIRS no later than 90 days after each calendar quarter.
- c. As the federal database is revised and implemented, local capabilities to upload data are upgraded.
- d. The data base is monitored on an ongoing basis for accuracy and completeness.
- e. Data summary reports are printed for regulatory and public use as appropriate.

3. Implement federal NSR reform as appropriate.

**Measure:**

Within 90 days of promulgation of NSR reform regulations, begin development of appropriate changes to affected sections of the rules of the AQB.

## **V. DAQ STRATEGIC GOAL**

### **INFLUENCE STATE, REGIONAL, AND NATIONAL POLICY**

Influence Utah, regional and national air quality policy by actively participating with the Utah Legislature and active involvement with established regional and national policy making organizations.

#### **Measures:**

- a. Participation in Utah, regional and national policy-making organizations.
- b. Utah, regional/national policies reflect State and program needs/ requirements.

### **DIVISION ANNUAL GOALS**

1. Active participation in appropriate Utah, regional, and national policy-making organizations.

#### **Measures:**

- a. The DAQ provides input into the work products of the WRAP, WESTAR, STAPPA, WGA, and FACA Mobile Source Committee.
- b. Where offered and appropriate, DAQ employees assume leadership roles in the activities of forums, teams, or committees of WRAP, WESTAR, and STAPPA.
- c. DAQ information is provided to the Administrative Rules review committee and other legislative bodies as requested.
- d. DAQ actively participates in appropriate meetings of the MPOs.

- OLY→ 2.** Actively participate in planning for the 2002 Winter Games.

#### **Measures:**

- a. Promote use of alternate fueled vehicles.
- b. Promote use of alternate transportation methods.
- c. Participate in the Department 2002 Winter Games Committee.
- d. Participate in the SLOC Transportation Committee.



## **VI. DAQ STRATEGIC GOAL**

### **INCREASE PUBLIC AWARENESS**

Educate the general public and small businesses about the sources of air pollution, methods to reduce emissions, and the personal and economic benefits of voluntary reductions of air pollution.

#### **Measures:**

- a. Public awareness of the causes of air pollution is increased.
- b. Voluntary measures are quantified and used as control strategies where appropriate.
- c. School curricula are developed and staff trained appropriately.

### **DIVISION ANNUAL GOALS**

1. Provide information to the public that may result in lower emissions from the transportation sector of the inventory.

#### **Measures:**

- a. Information is prepared and disseminated that promotes the use of alternate fuels.
  - b. The Spare-the-Air campaign is implemented and supported.
  - c. No-drive-days and no-burn-days are implemented and supported.
  - d. Information regarding alternate commute options is provided to appropriate agencies.
2. Annual reports are prepared and provided to interested individuals.

#### **Measure:**

Annual reports are prepared and provided to the legislature and other appropriate government agencies as funds are made available.

3. Develop a school education presentation for use by DAQ employees or others.

#### **Measures:**

- a. A presentation with different levels (K-12) is prepared by September 1, 1999.

- b. Working with DEQ staff, partner with local colleges and universities to support their environmental engineering programs and assist them to strengthen their air quality-focused programs.
- 4. Promote other forms of public outreach.

**Measure:**

Work with DEQ staff to participate in public outreach efforts as opportunities are provided and appropriate.

## **DIVISION OF DRINKING WATER**

### **FY 2000 GOALS**

#### **MISSION STATEMENT:**

**To protect the public against waterborne health risks through assistance, education and oversight.**

#### **ENVIRONMENT**

##### **DEQ STRATEGIC GOAL:**

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

- a. Necessary statutes, rules, and guidelines exist.
- b. Regulated customers understand and follow criteria.
- c. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

##### **Measures:**

- a. Stakeholders participate in the development and implementation of environmental policies and programs.
- b. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

##### **Measures:**

- a. Evaluate the results of DEQ participation in targeted state, regional and national policy and regulatory discussions. Identify objectives of participation and

achievement of objects.

- b. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

#### DDW STRATEGIC GOAL:

To maintain superior drinking water quality and meet the current and future water demand through ensuring adequate facilities, source protection, Safe Drinking Water Act (SDWA) implementation, timely assistance, and incorporate Utah needs into national policy. Our ultimate goal is to have zero Not Approved public water systems.

##### Measures:

- a. Percentage of community water systems with approved ratings.
- b. Percentage of population served with approved ratings.
- c. Number of completed source protection plans implemented by drinking water systems.
- d. Percent of population and community water systems with ground water or surface water protection programs.
- e. Number and percentage of community water systems (and population served) with one or more violations of health-based requirements during the year, reported separately for violations of the SWTR, TCR, Nitrate, Lead and Copper Rule, and all other regulated contaminants.
- f. Percent of community and non-transient, noncommunity water systems (and population served) with lead levels in drinking water exceeding the action level in the Lead and Copper regulation.
- g. Number of unfiltered systems not in compliance with SWTR requirements and population served.

#### DDW ANNUAL GOALS:

1. **Continue development and then begin implementation of a Source Protection Program for surface water sources of drinking water.**

##### Measures:

- a. Work with EPA to obtain their endorsement (approval) of

the program submitted to them. This will involve making changes in our submittal that are requested by EPA, and negotiating with EPA to ensure the changes we make are acceptable to them and us.

- b. Continue to work with the Division of Water Quality to effectively coordinate this program with their Watershed Program.
- c. Develop, write and adopt rules necessary to implement this program.
- d. Begin program implementation

## **2. Improve the sanitary survey effort.**

### Measures:

- a. Enter sanitary survey deficiencies into database within 30 days of completion and/or receipt of the survey .
- b. During entry of sanitary survey into database, evaluate IPS and carry out appropriate enforcement action(s) in a timely manner.
- c. Measure to determine how many surveys have been completed by each group and inform those seriously deficient of the need to get them done.
- d. Measure to determine if 250 surveys have been performed and data has been entered into the computer.

## **3. Properly follow-up on assignments made at the Division's quarterly CAP meetings**

### Measures:

- a. All CAP assignments shall be performed and information entered into the CAP database within 45 days following the CAP meeting. Managers shall review the CAP report to verify that assignments have been completed.



**4. Implement geographic information system (GIS) applications to efficiently deliver relevant data to DDW staff, the Drinking Water Board, and the public.**

Measures:

- a. Develop protection zone delineation methods for surface water sources and ground water sources in noncommunity (transient) water systems.
- b. Develop and issue an RFP for the conversion of DWSP zones to GIS shapefile format.
- c. Add functions to existing GIS applications: maps of drinking water sources and protection zones, radius search for water sources and potential contamination sources, and additional themes as requested and as they become available. Maintain existing DDW GIS applications.
- d. Maintain ArcExplorer data by completing monthly updates. Maintain up-to-date base themes as they become available from other sources.
- e. Develop the capability for users to select a source in DAD and have ArcView/ArcExplorer open showing only the selected source and the area immediately around it.
- f. Select contractor to convert DWSP zones to GIS shapefile format.
- g. Coordinate with contractor to digitize up to 500 source locations and accompanying protection zones. Number of sources may be limited by funding.

**5. Support the Olympics**

Measures:

- a. Review and comment within five working days of receipt on plans and specifications for Snowbasin and Soldier Hollow water systems.

- b. Review and comment within five working days of receipt on plans and specifications for Snowbasin and Soldier Hollow water systems.

**6. Y2K Issues for public drinking water systems**

Measures:

- a. Publish article in DDW's publication, OpenLine.
- b. Establish Y2K team to prepare for January 1, 2000 emergency telephone calls.
- c. Have Y2K team prepared to evaluate water system operational status after January 1, 2000.
- d. Y2K team to complete water system operational status check.

**7. Improve compliance actions in order to prevent sources of drinking water that are not approvable, and to reduce the current number of "not approved" sources in use.**

Measures:

- a. Evaluate the merits and appropriateness of assigning 150 IPS points to a system for using an unapproved source, thus allowing the system to be rated "not approved" on that basis alone. If deemed appropriate, make the necessary changes to the IPS rule.
- b. Evaluate systems suspected or known to be using an unapproved source. For those where it is deemed appropriate, issue an administrative order to cease using the unapproved source, or rate the system "not approved"; depending on which of these two steps is judged likely to result in the greatest likelihood of achieving compliance. The goal is to take one of these two actions with at least two systems during FY 2000.

## **CUSTOMER SERVICE AND PARTNERSHIP**

### DEQ STRATEGIC GOAL:

Operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through teamwork and partnership.

- a. Make timely decisions.
- b. Improve coordination with internal and external customers.
- c. Provide effective communication, timely information, and clear direction to customers.
- d. Encourage public involvement and informed decision-making.
- e. Involve customers in the rulemaking process.
- f. Work in partnership to solve problems.

### DDW STRATEGIC GOAL:

Maintain an atmosphere of trust between the Division and the Division's customers through timely, accurate, and courteous exchanges of information.

#### Measures:

- a. Customer feedback to Department and Division.
- b. Meet established review or response periods.

### DDW ANNUAL GOALS:

- 8. Help small water systems comply with treatment requirements by providing information on cost-effective treatment options.**

#### Measures:

- a. Prepare a list of new technologies and manufacturers of the same which may include disinfection devices, impervious membranes, microfiltration , pipe materials, etc. using

publications of the EPA and national clearing houses by December 31, 1999.

- b. Determine which new technologies can meet the needs of smaller systems, create a file to house this information so it can be readily disbursed to fellow workers, provide copies to the Rural Water Assoc. of Utah and the Intermountain Section of AWWA.

**9. Collect e-mail addresses**

Measures:

- a. Develop the capability to make electronic mass mailings to systems. (Collect water system e-mail addresses by mailing a request for this information to all systems.)
- b. Conduct an e-mail mass mailing for response confirmation from community water systems that have e-mail addresses in DAD97 and tabulate the response results.

## **STATE BASED REGULATION OF ENVIRONMENTAL PROGRAMS**

### **DEQ STRATEGIC GOAL:**

Administer programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

- a. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
- b. Utah Issues and DEQ concerns are reflected in state, regional and national environmental policies.

### **DDW STRATEGIC GOAL:**

Administer programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, whenever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

### **DDW ANNUAL GOALS:**

#### **10. Develop an Administrative Penalty Rule.**

##### Measures:

- a. Develop an administrative penalty rule with \$ values applied, as appropriate, in conjunction with IPS.

#### **11. Upgrade the Improvement Priority System to include engineering elements, treatment facilities, and other items currently not tracked as identified by the other sections.**

##### Measures:

- a. Review the rules and identify engineering elements which are not currently tracked.
- b. Request response from DDW employees on other non-engineering improvements to the IPS Rule.
- c. Draft rule changes involving key staff and customers for



Board consideration by its February 2000 meeting

- d. Finalize and adopt the revisions.
- e. Send IPS reports to all systems annually and to any system upon request
- f. Send IPS reports quarterly to any system who is in jeopardy of a down-graded rating with encouragement to resolve any and all issues listed in the report.

**12. Evaluate impact of Facility Design and Operation Rule and ensure operation permits are being issued by section engineers and district engineers.**

Measures:

- a. Track hours charged to plan review.
- b. Modify plan review history form to include conditional approval date and operating permit date. Create report which lists projects with conditional approval > 3 months and no operating permit.

**13. Support DEQ Internet Improvement Initiative to provide permitting, compliance, and general information to water systems, local governments, state agencies, federal agencies and the public.**

Measures:

- a. Participate on DEQ Internet committee.
- b. Establish DDW team to determine homepage information regarding information such as water system ratings, plan review status, operating permit status, source protection plan status, staff directory, guidance documents, pamphlets, etc.
- c. Determine DDW internet resource availability.
- d. Update DDW homepage semi-monthly beginning August.
- e. Place permitting information on the homepage to include source protection status, plan status, and operating permit

status.

- f. Place water system rating information on the homepage.

**14. Develop a comprehensive evaluation/ranking system to characterize water system needs. This ranking system should incorporate IPS evaluations. Furthermore, this ranking system should be applied to SRF evaluations.**

Measures:

- a. Complete Drinking Water Region Plans. They will include capital facilities needs for water systems in each county.
- b. Distribute applications to participants in the Drinking Water Region Plan meetings and inform water systems of available financial assistance.
- c. Form a Quality Action Team to review the current ranking process and propose modifications to include IPS status, SRF and capacity development requirements.
- d. Submit the proposed ranking process for Division/Board approval. Implement.
- e. Analyze applications/systems needs. Rate according to the approved process.
- f. Present ranked projects for approval. Prepare recommendations for loan/grant awards for the Drinking Water Board.

**15. Put plumbing code requirements in our rules**

Measures:

- a. Define what we mean when we refer to the "plumbing code," making it clear enough in our rules such that we will not be required to change them if DOPL amends or adopts new codes.  
Review where our rules differ from what is found in the "plumbing code," such as the separation distances (especially vertical distances) between culinary drinking water lines and sewer lines. Also review whether or not

the DOPL adopted code contains any method for estimating peak instantaneous demands, such as the "fixture unit analysis" previously contained in the Uniform Plumbing Code. Make suggested changes or amendments to our rules.

## COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

### DEQ STRATEGIC GOAL:

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with Local Health Departments and Local Governments.

#### Measures:

- a. Work with local governments and provide information to plan for and manage the environmental impacts of growth.
- b. The Environmental Services Delivery Plan delineates roles and responsibilities and establishes accountability between DEQ and local health departments and local governments.
- c. Focus on teamwork and partnership in identifying and resolving problems.
- d. Key problems identified by DEQ and LHD's and local governments are addressed and solutions developed and implemented.
- e. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.

### DDW STRATEGIC GOAL:

Provide education, technical assistance, and support amongst, local, state, federal, and private entities.

#### Measures:

- a. Attend and participate, when invited, at local government meetings.
- b. Positive program direction relating to local government.
- c. Assessment of Environmental Services Delivery Plan.
- d. Notify LHD's in advance of staff visits to LHD area of responsibility.

### DDW ANNUAL GOALS:

**16. Improve communication with Local Health Departments**

Measures:

- a. At each staff meeting, have an agenda item to discuss issues which are of particular importance to local health departments. Determine issues which should be elevated to this level.
- b. Improve the level and timeliness of data exchange between the local health departments and the Division.
- c. Consistently remind staff to keep Local Health Departments apprised of activities in their area.

**17. Work with the Utah League of Cities and Towns, APA (a planners group), local governments and financial institutions.**

Measures:

- a. Publicize the capacity development program's aims and goals and regional plan results among the League of Cities & Towns, county planning commissions & staff, financial institutions, and the APA.



## EMPLOYEES

### DEQ STRATEGIC GOAL:

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

#### Measures:

- a. Employee participation in achieving strategic and annual goals is essential.
- b. Teamwork and problem solving is essential.
- c. Employees are recognized for their quality work.
- d. Provide opportunities for training and professional development.
- e. Employee's feedback.
- f. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
- g. Employee's statements and actions reflect strategic and annual goals and DEQ policies and procedures.
- h. Employee recognition programs are in place, utilized, and meet employee and management needs.

### DDW STRATEGIC GOAL:

The success of the employees determines the success of the Department of Environmental Quality (DEQ). We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

#### Measures:

- a. Employee's assessment of job assignments.
- b. Employee's assessment of program direction.
- c. Implement and maintain successful Quality Recognition Program.

DDW ANNUAL GOALS:

**18. Conduct an outdoor staff meeting.**

Measures:

- a. Choose date and place. Arrange for food, games, place, awards, prizes. Notify all concerned.
- b. Make arrangements for picnic.

**19. Ensure DDW staff are technically capable to support the DDW mission through various training opportunities.**

Measures:

- a. Coordinate an in-house, half-day, presentation on Global Positioning Satellite (GPS) technology and its applicability to Division work responsibilities.
- b. Coordinate an in-house presentation on well seal grouting technology.
- c. Conduct new federal rule training at month staff meetings.
- d. Coordinate IT training activities for DDW staff.

**20. Development of new DDW database.**

Measures:

- a. Send our Request for Information to potential contractors. (Receive responses by July 1.)
- b. Decide whether to adopt SDWIS or hire a contractor to build a Utah database. If the latter option is selected, determine what platform the new database will be built on.
- c. Send out Request for Proposal.
- d. Have meeting with potential contractors to describe DDW needs. (Require that proposals be in by 10/15/99)

- e. Select contractor. (Require that contractor begin work on Dec 1, 1999.)
- f. Convert all DMAC data to delimited ASCII for import into DAD or other software.

## **21. Better inter-section communication**

### Measures:

- a. In staff meetings, encourage staff to bring up issues which cut across multiple sections. If the issues thus raised are not fully resolved, create an "action item" which will be tracked. The issue will not be removed from the tracking system until all parties agree that DDW's response to the issue is well-coordinated and clearly understood.

## **22. Improve completeness and accuracy of our electronic data.**

### Measures:

- a. Increase from zero to at least 1700, the number of the State's 3400 well and spring water sources among community and noncommunity water systems for which their relevant U.S.G.S. 7.5-minute quad map name is identified in the DAD97 database.
- b. Increase from 1100 to 1700, the number of the State's 3400 well and spring water sources among community and noncommunity water systems for which latitude and longitude coordinate information are included in the Division's DAD97 database.
- c. Assure that complete and accurate data is contained in the CAP database.
- d. Assure that complete and accurate data is contained in the Hot Spots database.
- e. Assure that complete and accurate data is contained in the Inventory database.

- f. Assure that complete and accurate data is contained in the Chlorination reports database.
- g. Assure that complete and accurate data is contained in the DDW address book database.
- h. Assure that complete and accurate data is contained in the Plan Review database.
- i. Assure that complete and accurate data is contained in the treatment plant database.

**23. Improve the appearance of our working area.**

- a. Interview staff to determine what changes would improve the appearance and functioning of the office.
- b. Implement changes recommended by staff.

**24. Develop electronic sanitary survey form which will push information directly into our database.**

- a. Develop a prototype sanitary survey application and distribute to selected individuals for testing.
- b. Distribute sanitary survey application for use during the upcoming inspection season.

**25. Y2K compliance on database**

- a. Run DAD on DEQ Y2K testbed.
- b. Run DMAC on DEQ Y2K testbed.

## **BOARDS**

### **DEQ STRATEGIC GOAL:**

Facilitate Board members as proactive participants in shaping environmental policy.

#### **Measures:**

- a. Board members receive necessary information.
- b. Members participate in policy development and implementation.

### **DDW ANNUAL GOALS:**

#### **26. Continue training of Drinking Water Board members on Utah Water issues.**

##### **Measures:**

- a. Conduct at least three training sessions.
- b. Via email, poll Board members on topics they would be interested in learning about.

#### **27. Emergency funding mechanism from Board**

##### **Measures:**

- a. By December 31 have prepared for DWB consideration a draft rule allowing disbursement of loan/grant funds to meet emergency situations

**DIVISION OF WATER QUALITY  
ANNUAL GOALS  
FY 2000**

**MISSION STATEMENT:**

Protect, maintain and enhance the quality of Utah's surface and ground waters to allow appropriate beneficial uses and protection of public health while giving reasonable consideration to economic impacts.

**1. Foster integrated information management and 24 hour service through the Internet.**

**Measures:**

- a. Implement ground water tracking and compliance data base and investigate Internet access. (12/31/99)
- b. Convert surface water data base to the new STORET data base and investigate Internet access. (12/31/99)
- c. Design and implement electronic reporting for ground water DMR's. (3/31/00)
- d. Evaluate feasibility of electronic reporting for NPDES DMR's. (6/30/00)
- e. Place all public notices on the DEQ website. (Ongoing)
- f. Evaluate resources and business practices to increase DEQ information on the Internet to include:
  - 1) Reports, fact sheets;
  - 2) Board agendas and minutes;
  - 3) Calendar items;
  - 4) Feedback mechanisms;



- 5) Staff Contacts list and
- 6) Strategies and management plans;
- 7) DWQ forms.
- g. Participate fully in the DEQ permit tracking and compliance data base.  
(On going)

## **2. Build Constituencies and Partnerships.**

### **Measures:**

- a. Develop and carry out a strategy to implement the new ground water permit administration fees which documents permit improvements, clearly establishes fair and equitable fees and fully involves the Utah Mining and Manufacturers Associations. Develop Measures 9/30/99.
- b. Develop a strategy to address Individual Wastewater Disposal issues raised by the Legislature by working cooperatively with Local Health Departments. (8/1/99) Issues include:
  - 1) Funding of a training center;
  - 2) Gray water reuse;
  - 3) New and innovative system development;
  - 4) Septic system density issues;
  - 5) Areas which lack water supply and waste disposal.
- c. Work with agriculture agencies and producers to address water pollution from animal feeding operations by:
  - 1) Developing a Utah strategy that is embraced by Utah agriculture and which may function in lieu of the federal strategy; (Sept. 1, 1999)
  - 2) Develop a general CAFO permit which is understood and supported by the agriculture community;
  - 3) Commence implementation of the strategy. (Sept. 1, 1999)

- d. Participate fully with agriculture to address informal legislative study of LAFO issues including odor control, siting and financial assurance. (As needed)
- e. Completion of a major watershed assessment report each year which includes stakeholder and public information documents, press releases and targeted mailings.
  - 1) Beaver River (9/1/99)
  - 2) Sevier River (3/31/00)
  - 3) West Colorado (6/1/00)
  - 4) Southeast Colorado (6/1/00)
- f. Develop and enhance cooperative monitoring efforts through development and renegotiation of MOU's.
  - 1) Forest Service (May 1, 2000)
  - 2) Bureau of Land Management (May 1, 2000)
- g. Complete revision of the Whole Effluent Toxicity Policy with involvement and acceptance by the regulated permittees. (12/31/99)
- h. Work with the consulting engineers groups to develop an efficient and acceptable TMDL contract qualifications process. (9/1/99)
- i. Develop a communication and education strategy for communities and others who will be affected by the new Stormwater Phase II regulations. (04/01/00)

**3. Participate in planning efforts to insure that water quality issues are properly addressed for the Olympics.**

**Measures:**

- a. Conduct a water quality briefing with SLOC planners to identify possible issues. (08/30/99)
- b. Establish a DWQ Olympics team leader to work with SLOC, Local Health Departments and others. (07/01/99)
- c. Insure that POTW's are prepared and involved. (Ongoing)
- d. Increase internal communications with DEQ on Olympic issues and activities. (Ongoing)
- e. Continue to participate fully in the local health department alliance. (Ongoing)

4. **Insure that DWQ emergency response procedures are adequate and effective.**

**Measures:**

- a. Participate in DEQ exercises. (Ongoing)
- b. Evaluate DWQ procedures to make sure they are current. (9/1/99)
- c. Discuss emergency response procedures with DWQ staff. (10/1/99)

5. **Increase recognition and appreciation for DWQ employees.**

**Measures:**

- a. Review incentive award status with managers quarterly. (Begin 7/1/99)
- b. Distribute Big Q Awards to managers to award to staff. (Ongoing)
- c. Select annually an employee providing the most outstanding customer service. (07/15/99)

6. **Provide effective national and regional involvement where it will provide direct benefits to Utah.**

**Measures:**

- a. Continue to participate in ASIWPCA, Western States Water Council, Colorado River Salinity Control Forum, Western Governors' Association and National Governors' Association. (Ongoing)

7. **Re-establish timely and accurate input of data into the federal PCS system.**

**Measures:**

- a. Complete recruitment for PCS coordinator. (7/1/99)
- b. Evaluate position workload as compared to resources. (9/30/99)
- c. Obtain commitment for training. (6/1/99)
- d. Establish procedures to address data needs in the interim. (6/1/99)

- e. Perform quarterly evaluations of the adequacy of required PCS data entry elements..

**8. Complete the NPS program plan update.**

**Measures:**

- a. Plan approved by EPA. (10/01/99)

**9. Resolve federal water quality standards promulgation issues.**

**Measures:**

- a. Complete mixing zone implementation procedure. (10/1/99)
- b. Complete antidegradation policy implementation procedure. (10/1/99)
- c. Resolve chlorine criteria issues for non-game fishery classification. (10/1/99)
- d. Complete use attainability analysis for irrigation ditches and canals. (10/1/99)

**10. Complete TMDL's for impaired waters.**

**Measures:**

- a. Organize a new TMDL section. (07-01-99)
- b. Develop agreed upon TMDL content. (8/1/99)
- c. Prepare 303(c1) list of impaired waterbodies (4/1/00)
- d. Establish detailed TMDL implementation schedule. (12/1/99)
- e. Initiate TMDL contracts. (09/30/99)
- f. Establish an accountability system. (9/30/99)

**11. Develop and implement a NPS funding strategy for the SRF program.**

**Measures:**

- a. Evaluate options. (9/30/99)

- b. Select best approach for Utah. (11/15/99)
- c. Prepare implementation strategy. (11/30/99)

**12. Work more effectively with District Engineers.**

**Measures:**

- a. Evaluate both DWQ and District Engineer review response times and initiate plan to improve. (8/1/99)
- b. Clarify facility O&M visits, establish schedules, identify paperwork and track results. (8/1/99)

**13. Effectively track response times and manage within agreed upon goals. (Ongoing)**

**Measures:**

- a. Submission of monthly exceptions report to Branch and Division Directors.
- b. Managers maintain tracking systems to address timeliness of all reviews.
- c. Data routinely provided for the DEQ permitting and compliance data base.

**14. Complete water program rulemaking to meet the needs of Utah.**

**Measures:**

- a. Individual Wastewater rule. (09-01-99)
- b. Water Quality Standards (3/1/00)
- c. Reclaimed Water Distribution Systems (12/1/99)
- d. WWTP Design rule - Internal staff review (10/31/99)
- e. R317-01 (loan program) - Begin rulemaking (4/30/00)

# **DEPARTMENT OF ENVIRONMENTAL QUALITY**

## **DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION**

### **ANNUAL GOALS**

#### **STATE FISCAL YEAR 2000**

#### **UST BRANCH**

### **I. CONTAMINATED LUST SITES WILL BE CLEANED TO LEVELS THAT ARE PROTECTIVE OF HUMAN HEALTH AND THE ENVIRONMENT**

#### **Measures:**

- a. Review and closeout 191 LUST sites between July 1, 1999 and June 30, 2000. (LUST-RA/PST)
- b. Develop project schedules for state lead sites. Proceed according to project schedules toward site cleanup and closure. (LUST-RA)
- c. Increase the percent of confirmed LUST sites cleaned up and closed out. (LUST-RA/PST)
- d. Participate in national MTBE work group. Monitor impact of MTBE on groundwater in Utah. Identify all wells impacted by MTBE. (LUST-RA/PST)

### **II. PREVENT RELEASES OF HAZARDOUS AND TOXIC SUBSTANCES INTO THE ENVIRONMENT**

#### **Measures:**

- a. For all subgoals under this goal, update report on progress toward goal quarterly. (BRANCH)
- b. Conduct or insure completion of leak detection inspections at 50% of the facilities throughout the state by June 30, 2000. (UST)
- c. 80% of inspected facilities in substantial compliance with leak detection requirements after inspection follow-up. (UST)
- d. Identify facilities which remain in non-compliance with release detection requirements two months after the inspection date and initiate appropriate compliance actions. (UST)
- e. By September 1, 1999, identify facilities that are in non-compliance with the permanent leak detection method phase-in requirement (UST).
- f. By November 1, 1999 require all non-complying permanent leak detection facilities to have an acceptable method of release detection in place. (UST)
- g. 95% of operational facilities have current Certificate of Compliance by June 30, 2000. (UST)
- h. 80% of the tanks which were temporarily closed to meet 1998 deadline requirements have been permanently closed or upgraded by March 31, 2000. (UST)
- i. By March 1, 2000, identify all UST facilities in non-compliance with one year temporarily closure. (UST)
- j. By May 1, 2000 require all non-complying temporarily closed UST facilities be properly upgraded, replaced or permanently closed.



### **III. PROGRAM DEVELOPMENT AND CONTINUOUS IMPROVEMENT FOR EFFICIENT AND EFFECTIVE CLEANUP OF LUST SITES**

#### **Measures:**

- a. Prioritize potential UST enforcement actions by July 31, 1999, and update priority list quarterly. (UST)
- b. Revise and update LUST Trust procedures manual by November 30, 1999. (LUST-RA)
- c. Update UST consultants certification manual by October 30, 1999. (LUST-RA)
- d. Contract for two pay-for-performance projects by June 30, 2000. (LUST-PST)
- e. Support effort to draft legislation for 2000. Meet with stakeholder groups as required. (LUST-PST)
- f. Process claims through Executive Secretary signature within 30 days of receipt. (LUST-PST)
- g. Develop queries and reports to obtain PST Fund management data from UST - Access by January 1, 2000. (LUST-PST)
- h. To cost recover state money used to investigate, abate and /or cleanup LUST sites, where the RP is unknown, unwilling, and/or unable, increase the number of cost recovery actions initiated, funds recovered, and settlement agreements completed from the previous fiscal year. (LUST-RA)
- i. Complete LUST enhancement of Access Database by December 31, 1999. (LUST-RA/PST)
- j. Develop procedures for project managers to obtain information at LUST Trust sites in preparation of cost recovery cases. (LUST-RA)
- k. Develop procurement procedures for emergency abatement measures by 12/31/99. (LUST-RA)
- l. Quarterly review prioritization of potential cost recovery sites where state or LUST Trust money has been expended. (LUST-RA)

### **IV. PROVIDE EMPLOYEES CLEAR GUIDANCE AND DIRECTION TO SUCCESSFULLY FULFILL THEIR RESPONSIBILITIES**

#### **Measures:**

- a. Negotiate performance plans, consistent with strategic goals and objectives, with specific measurable performance criteria for all staff, by June 30, 2000. (BRANCH)
- b. Conduct informal 1 on 1 performance quarterly for all staff to discuss status of assigned and projects to sites to provide feedback and direction. Formal review by June 30, 2000. (BRANCH)

### **V. IMPLEMENT MEASURES TO ALLOW FOR EMPLOYEE DEVELOPMENT**

#### **Measures:**

- a. Develop a training needs list by October 1, 1999. (BRANCH)
- b. Recognize staff for specific exemplary performance in customer service, individual task accomplishments, teamwork, and support for Department Mission, Vision, and Operating Principles. (BRANCH)
- c. Provide training for all employees, appropriate to experience and need of each person, and provide at least one training opportunity for each staff member by June 30, 2000. (BRANCH)

## **VI. IMPROVE CUSTOMER SERVICE BY CONDUCTING PROACTIVE PUBLIC COMMUNICATION AND EDUCATION ACTIVITIES**

### **Measures:**

- a. Publish bi-annual Newsletter by September 1999 and March 2000. (UST)
- b. By September 15, 1999, notify owners/operators of their requirement to properly upgraded, replace, or permanently close any non-upgraded temporarily closed UST. (UST)
- c. Project manager visit small owner PST eligible sites within 30 days of receiving confirmation of release. Document visit and compile results. Report results quarterly. (LUST-PST)
- d. Complete update of UST outreach pamphlets by December 1, 1999 (BRANCH)
- e. Organize UST Consultants Seminar-Owner/Operators Day to be held by 5/15/00. (BRANCH)

## **VII. IMPLEMENT EFFECTIVE CERTIFICATION PROGRAM FOR THE UST BRANCH**

### **Measure:**

- a. Monitor certification courses at least once each quarter. (UST)
- b. Complete training schedule and program for tank farm by September 1, 1999. (UST)

## **VIII. DETERMINE AND EVALUATE BUDGETARY REQUIREMENTS TO MANAGE A VIABLE UST PROGRAM**

### **Measures:**

- a. Complete budget for staffing, equipment, travel and organizational needs by 11/1/99. Review budget status within 30 days after the end of each quarter. (BRANCH)

## **IX. KEEP THE SOLID AND HAZARDOUS WASTE CONTROL BOARD INFORMED OF IMPORTANT AND RELEVANT INFORMATION REGARDING THE UST PROGRAM**

### **Measures:**

- a. At each SHWC Board meeting, present relevant information for Board members on environmental policy issues. (BRANCH)

## **X. PROVIDE ADEQUATE OVERSIGHT OF LOCAL HEALTH DEPARTMENTS**

### **Measures:**

- a. Review contract performance with LHDs by December 1, 1999 and May 15, 2000. (UST)
- b. Conduct semi-annual inspector training by December 31, 1999 and June 30, 2000. (UST)

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION

### ANNUAL GOALS

STATE FISCAL YEAR 2000

### CERCLA BRANCH

#### **I. IMPLEMENT THE SUPERFUND PROGRAM IN UTAH**

##### **1. Perform Site Assessment Work.**

###### **Measures:**

- a. Conduct Site Assessment work in compliance with EPA guidance and regulations and complete the work according to the schedule in the Utah/EPA Cooperative Agreement.
- b. Improve the Site Discovery Program and evaluate progress quarterly.
- c. Assess the status of Site Assessment Projects quarterly to ensure the quality and efficiency of the work performed by the Branch.
- d. Monitor budgets and funding to ensure that adequate funding is available and spending is in compliance with applicable budgets and funding agreements.
- e. Respond to public inquiries regarding ongoing site activities and conduct the required Superfund public participation activities.
- f. Review and comment on EPA lead site assessment projects.

##### **2. Manage Federal Superfund Projects in Utah.**

###### **Measures:**

- a. Complete activities for Federal projects within the time frames negotiated with EPA as subsequently listed in the confidential SCAP, and in accordance with applicable regulations and guidance.
- b. Ensure that adequate funding is available (through EPA cooperative agreements, PRP funding agreements or other financial mechanism) to perform the required duties.
- c. Monitor spending to ensure that funds are expended in compliance with applicable agreements.
- d. Inform the public of ongoing site activities and conduct the required superfund public participation activities.

##### **3. Manage Federal Facility Projects in Utah.**

###### **Measures:**

- a. Complete activities as listed in the SCAP and as required by the federal facility agreements (FFA), and in accordance with applicable regulations and guidance.
- b. Ensure that adequate funding is available (through EPA cooperative agreements, PRP funding agreements or other financial mechanism) to perform the required duties.

- c. Monitor spending to ensure that funds are expended in compliance with applicable agreements.
  - d. Inform the public of ongoing site activities and participate in the required community involvement activities.
  - e. Evaluate non-DOD/DOE federal facilities and determine appropriate state role in these projects.
4. Partner with EPA for Brownfields Development in Utah.

**Measures:**

- a. Assist interested local governments with Brownfields proposal applications for pilot funding.
  - b. Provide assessment services for Brownfields projects.
  - c. Provide a State Brownfields coordinator for all successful applicants.
  - d. Coordinate Brownfields activities with appropriate EPA personnel.
  - e. Promote Brownfields opportunities through community outreach
5. Perform Operation and Maintenance (O&M) of Projects where Construction is complete.

**Measures:**

- a. Monitor the sites in compliance with the approved O&M plans and applicable regulations and guidance.
  - b. Ensure that adequate funding is available (through EPA cooperative agreements, PRP funding agreements or other financial mechanism) to perform the required duties.
  - c. Monitor spending to ensure that funds are expended in compliance with applicable agreements.
  - d. Develop a plan to ensure activities associated with O&M sites are properly monitored.
6. Ensure that the Branch has the equipment necessary to perform Superfund activities and that it is regularly serviced.

**Measures:**

- a. Continue to implement the equipment security program in order to preserve state assets, and make revisions and modifications as necessary.
- b. Conduct a quarterly review of supplies and restock where necessary.
- c. Conduct an inventory and inspection of equipment during the fourth quarter of the State fiscal year and ensure that equipment is operational.

## **II. DEVELOP AND IMPLEMENT A STATE VOLUNTARY AGREEMENT PROGRAM FOR CLEANUP OF CONTAMINATED SITES.**

1. Establish procedures for implementation of a voluntary agreement program and promote voluntary cleanup of contaminated sites.

**Measures:**

- a. Develop rules, guidance and procedures for implementation of the State voluntary agreement program as necessary.
- b. Develop guidance to assist the public in addressing lead and arsenic contaminated soils.
- c. Coordinate program development with all divisions in DEQ.
- d. Actively promote the VCP as a viable option for cleanup of contaminated sites.



## **2. Manage Voluntary Agreement Projects.**

### **Measures:**

- a. Complete activities for voluntary projects in accordance with applicable regulations and guidance.
- b. Monitor spending to ensure that funds are expended in compliance with applicable agreements and rules.
- c. Inform the public of ongoing site activities and conduct the necessary public participation activities.

## **III. IMPLEMENT EMERGENCY RESPONSE PROGRAM**

### **1. Respond to imminent Superfund and HSMA environmental hazards.**

#### **Measures:**

- a. Respond to requests for assistance to the extent allowable under existing rules and resource availability.
  - b. Receive and document spill notifications and notify appropriate agencies.
2. Monitor and support EPA Emergency Response Branch activities.

#### **Measures:**

- a. Participate in EPA emergency responses to the extent allowed by EPA and resource availability.
  - b. Review and comment as appropriate on reports, agreements, and other documents associated with EPA ERB activities.
3. Improve DERR's capabilities to respond to environmental emergencies and conduct removal actions.

#### **Measures:**

- a. Update and test the Department disaster response plan as necessary.
  - b. Prepare a proposal to submit to EPA to develop State emergency response capabilities.
  - c. Develop procedures and policies to improve DERR's ability to conduct emergency response activities.
  - d. Complete the application for the DERR emergency response enhancement pilot project and begin to implement the project.
  - e. Participate in the Department work group to evaluate Department responses to emergency incidents.
4. Participate in state wide Emergency Response coordination and training activities.

#### **Measures:**

- a. Participate in State wide incident exercises.

- b. Participate in local and national committees and work groups such as the State Emergency Response Committee, Local Emergency Planning Committees, the State Emergency Operations Response Team, the State Hazardous Materials Response Work Group, Regional Response Team, etc.
5. Perform required Title III (Tier II and TRI) duties.

**Measures:**

- a. Compile and enter the data as submitted.
  - b. Prepare the required reports.
  - c. Provide data to the public when requested.
6. Participate in planning activities for the 2002 Olympics.

**Measures:**

- a. Participate in meetings to discuss DERR involvement in response to incidents related to the 2002 Olympics.
  - b. Provide support to the Olympics as appropriate.

#### **IV. RESPOND TO CUSTOMER NEEDS AND PROMOTE PARTNERSHIPS**

1. Maintain current files and provide public access to Superfund records in compliance with GRAMA.

**Measures:**

- a. Coordinate all records requests with the Division Records Manager.
  - b. Ensure that files are current and properly organized.
2. Maintain a positive, professional working relationship with EPA Staff.

**Measures:**

- a. Communicate frequently with staff, management, and support personnel at EPA.
  - b. Meet regularly with representatives of EPA to discuss all aspects of the Superfund program in Utah.
  - c. Maintain partnership relationship with EPA through application of the operating principles and participation in partnership meetings and retreats.
3. Provide required reports.

**Measures:**

- a. Complete EPA quarterly reports as required by federal regulation.
  - b. Complete Division goals report as required.
  - c. Complete bi-weekly updates as required by Branch policy.



4. Apply Operating Principles in work activities.

**Measures:**

- a. Include Operating Principles in Branch Staff Meetings.
- b. Ensure all communications are consistent with the Operating Principles.

**V. STRENGTHEN THE STATE SUPERFUND PROGRAM.**

1. Provide support to the Department in pursuing legislation to strengthen the state program.

**Measures:**

- a. Recommend legislative amendments to the Department administration as requested.
- b. Evaluate funding needs and recommend a budget to the Department as requested.

2. Strengthen the State role in the Federal Superfund Program.

**Measures:**

- a. Promote an expanded role for States in discussions and negotiations with EPA personnel.
- b. Participate in regional and national organizations that promote expanded State involvement in Superfund and enhance the Utah program.
- c. Prepare for increased State involvement in the Superfund program when CERCLA is reauthorized.

3. Evaluate efficacy of developing a Natural Resource Damages (NRD) Program.

**Measures:**

- a. Identify Utah sites that may warrant NRD claims.
- b. Evaluate existing State NRD programs.
- c. Prepare a report documenting findings of the evaluation.

4. Evaluate efficacy of developing a solvent groundwater protection program.

**Measures:**

- a. Compile existing information about solvent contamination of ground water in Utah.
- b. Evaluate existing State programs.
- c. Prepare a report documenting findings of the evaluation.

5. Develop a data base for the Superfund Program.

**Measures:**

- a. Prepare a plan to develop a data base that satisfies the needs of the State program.

- b. Complete a scope of work and cost estimate for development of the data base.
6. Develop Internet capabilities for the Branch.

**Measures:**

- a. Participate in Department meetings and work groups to evaluate Internet issues.
  - b. Identify areas that the Branch could improve the Internet home page and public access to information that is maintained by the Branch.
7. Ensure that the Branch has adequate funds to complete required work.

**Measures:**

- a. Meet monthly in Branch management meetings to review the Branch budget report and make adjustments as necessary as allowed by current rules and law.
- b. Submit cooperative agreement applications for federal funding as necessary.

**VI. FOSTER A CLIMATE WHERE EMPLOYEES CAN FUNCTION AT THEIR FULLEST POTENTIAL.**

1. Ensure that staff is recognized for their accomplishments.

**Measures:**

- a. Issue incentive awards for accomplishment of major goals or milestones.
  - b. Provide recognition for quality work through certificates, public recognition, verbal acknowledgments, etc.
2. Ensure adequate staff are available to conduct the required work.

**Measures:**

- a. Evaluate staffing needs for fiscal year 2000 based on the project workload and funding.
  - b. Conduct recruitment as necessary to fill vacant positions.
3. Provide proper safety training and equipment for the Division staff and coordinate safety training for the Department staff as needed.

**Measures:**

- a. Track safety training for Department and Division staff.
- b. Provide or coordinate the necessary safety training for the Department and Division.
- c. Comply with the Division health and safety program.
- d. Monitor the safety equipment needs of the Division.
- e. Procure equipment to ensure that all Division staff have the necessary safety equipment.
- f. Provide appropriate fit testing for Division staff.

4. Administrate the medical monitoring program for the Division.

**Measures:**

- a. Track physical examinations for Division staff.
- b. Schedule physical examinations for Division staff as necessary.
- c. Assist with administration of the medical monitoring contract.

5. Prepare and implement a training and travel plan.

**Measures:**

- a. Determine the Branch's training and travel needs for fiscal year 1999 and compile a branch travel plan.
- b. Implement the Branch training plan.

6. Ensure that staff have a clear understanding of performance expectations and status.

**Measures:**

- a. Prepare clear, concise, measurable performance plans.
- b. Incorporate strategic and branch goals into individual performance plans.
- c. Conduct mid-year informal performance evaluations.
- d. Conduct formal performance reviews annually as required by DHRM.

**VII. IMPROVE COORDINATION WITH LOCAL HEALTH OFFICIALS ON SUPERFUND PROJECTS.**

1. Communicate regularly with local health officials regarding Superfund activities.

**Measures:**

- a. Notify local health officials and district engineers regarding Superfund activities in their areas.
- b. Provide local health officials and district engineers opportunity to participate in Superfund activities.
- c. Coordinate identification of sites for inclusion on CERCLIS with local officials.

**VIII. UTAH SOLID AND HAZARDOUS WASTE CONTROL BOARD**

1. Keep the statutory boards informed of superfund activities as requested.

**Measure:**

- a. Attend board meetings and provide project information and updates as requested.

# **DEPARTMENT OF ENVIRONMENTAL QUALITY**

## **DIVISION OF SOLID AND HAZARDOUS WASTE ANNUAL GOALS - FY 2000**

### **ENVIRONMENT**

#### **DSHW STRATEGIC GOAL:**

Protect human health and the environment from exposure to contamination by assuring safe waste management, including proper handling, transportation, treatment, storage and disposal of solid and hazardous waste, and used oil.

#### **Measures:**

- P2→**
- a. Provide timely and effective enforcement/permitting response and pollution prevention assistance based upon a balance of priorities and available resources. Jointly evaluate the currently available hazardous waste generation data and look for opportunities to improve utilization of this information.
  - b. Provide for innovative solutions to solid and hazardous waste stabilization and cleanup activities (non-superfund sites).

#### **DSHW ANNUAL GOALS:**

- P2→**
- 1. Evaluate compliance and pollution prevention (P2) status of solid waste, hazardous waste, and used oil handlers and facilities through on-site inspections and other evaluation activities.

#### **Measures:**

- a. Update inspection universe and develop inspection schedule for FY00, by September 30, 1999.
- b. Complete targeted inspections by September 30, 2000.
- c. Continue implementation of the small quantity generator compliance assistance program in FY00. Participate in joint state and federal sectors initiatives.
- d. Provide facility specific compliance information through automated data systems.
- e. Conduct periodic analysis of effectiveness of evaluation activities. This will consist of staff and/or facility contact to note areas of progress and areas of

concern.

- CPM→ 2.** Maintain effective solid and hazardous waste permitting and closure/post closure programs. The state and EPA will work together to achieve this goal; where state and EPA priorities differ, appropriate discussions between both agencies will be conducted to reconcile such differences. EPA will provide technical assistance, training, and other support where appropriate. EPA and DSHW continue to jointly recognize past efforts that resulted in the issuance of required closure/post closure and operating permit approvals for hazardous waste management facilities creating a necessary focus of ongoing maintenance of these program accomplishments. Consequently, the following measures apply to FY00 performance activities.
- H3**

**Measures:**

- CPM→** a. Maintain accurate information of the universe and status of hazardous waste facilities subject to closure plan approvals, post-closure permits, and operating permits. Provide the preceding information through automated data systems (RCRIS).
- H9,H10**
- CPM→** b. Provide appropriate closure/post-closure and permit response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Appropriate responses may include, but are not limited to, closure plan approvals (RCRIS data element CL360), closure verifications (CL380), final post-closure permit determinations/issuances (PC200), and final operating permit determinations (OP200). Permit modifications are as equally important as the preceding activities because they generally reflect upgrading or updating permit conditions resulting in operational improvements for permitted TSDFs in managing hazardous waste.
- H9,H10**
- H16,H17,H18**
- c. Conduct periodic analysis of effectiveness of closure/post-closure and permitting activities utilizing program tracking information and conducting briefings with staff for ongoing coordination. Staff briefings will help to identify areas of progress and areas of concern.
- CPM→ 3.** Maintain effective corrective action program, including stabilization of environmental releases and clean up of contaminated hazardous waste sites. The state and EPA will work together to achieve this goal; where state and EPA priorities differ, appropriate discussions between both agencies will be conducted to reconcile such differences. EPA will provide technical assistance, training, and other support where appropriate.
- H3,H6,H7,H8**

**Measures:**

- a. Maintain and update, as necessary, facility specific corrective action information (universe identification and status) for hazardous waste facilities subject to corrective action, including site assessment, stabilization (accounting for health



and environmental risk control measures), and regular corrective action process activities through staff interaction, correspondence and/or automated data systems (RCRIS).

- CPM→  
H6,H8,19,H20
- b. Provide appropriate corrective action response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include initial assessment of all TSDs in the corrective action universe (including assessment completed (CA050), determination of the need for an RFI (CA070), and CA universe ranking (CA075)), RFI imposed (CA100), RFI approved (CA200), remedy selection (CA400), CMI construction completed (CA550), and corrective action process completed (CA999/RE).
- CPM→  
H7,H21
- c. Provide appropriate stabilization response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include stabilization measures evaluation (CA225), stabilization imposed (CA600), stabilization construction completed (CA650), and stabilization process complete (CA999/ST).
- CPM→  
H1,H2,H4,H14,H15  
P4,P5
- d. Conduct periodic analysis of the effectiveness of corrective action activities. This analysis may include the following environmental indicators: the number and percentage of handlers subject to corrective action with (1) human exposures under control (CA725), and with (2) groundwater releases under control (CA750). In FY99, the DSHW will prepare and complete written documentation of the evaluation previously conducted for the above indicators. DSHW will provide EPA Region VIII with a copy of the documentation.
- CPM→
- e. In coordination with EPA Region VIII, DSHW will continue to evaluate and amend, as necessary, the facility-by-facility multi-year plan (up to 2005) of how and when the environmental indicators of paragraph d. will be achieved.

4. Continuously improve DSHW technical expertise in the RCRA program.

**Measures:**

- a. Provide specific technical training to new staff and provide refresher training, as needed, for staff in FY00.
- P2→
- b. Work with EPA to plan and provide training offered by EPA including corrective action, permitting, risk assessment, pollution prevention, and other related program functions.
- c. With EPA, jointly identify areas where technical assistance needs could be provided by EPA regional staff, the EPA research labs, and contractors. DSHW and EPA staff will provide technical direction to the contractors.



**P2→** 5. Evaluate waste minimization (pollution prevention) of hazardous waste.

**CPM→**

**H5,P11**

**Measures:**

**CPM→**

**P10,P12**

- a. Conduct periodic evaluations of supplemental environmental projects that are a part of a compliance action and the SQG compliance assistance program to determine their contribution to waste minimization and pollution prevention. These evaluations will consist of staff and/or facility contact to note areas of progress and areas of concern.

**CPM→**

**P12**

- b. Evaluate the amount of used oil collected for recycling, particularly used oil collected from Do-it-yourselfers (DIYers).
- c. Continue Division pollution prevention policy implementation. Provide pollution prevention (P2) information and technical assistance, via fact sheets, newsletters, and electronic media, to businesses that generate hazardous waste. Help maintain and supply Department P2 library with resources regarding P2, waste minimization, source reduction and recycling.
- d. Form working relationship between DSHW and EPA pollution prevention (P2) programs to assure that P2 resources are leveraged as appropriate to meet common goals.

**CPM→** 6.

**H14-H21**

Report key program accomplishments as noted in the above annual goal sections via automated data systems (RCRIS) or direct correspondence, to accurately reflect the status of the RCRA handler universe. The DSHW will continue to maintain timely, accurate and complete data in RCRIS. EPA will work with the state to clarify or resolve universe issues and provide training and technical assistance when requested. Program areas will include permitting, compliance/enforcement, closure/post-closure, corrective action, and waste minimization. DSHW and EPA will utilize RCRIS and other state data systems for assessing accomplishments in these program areas.

**DSHW STRATEGIC GOAL:**

Balance economic factors with compliance and permitting actions.

**Measure:**

Evaluate stakeholders' economic viability when determining compliance and permitting actions.

**DSHW ANNUAL GOAL:**

Consider economic factors in determining penalties for violations.

**Measures:**

- a. Use EPA economic computer models to assist in evaluation.
- b. Use maximum flexibility when negotiating consent agreements to include consideration of financial viability of regulated party.

**DSHW STRATEGIC GOAL:**

Provide leadership in Utah, the western region, and nationally to influence national policies on waste management activities.

**Measures:**

- a. Division staff attend and actively participate in WGA, NGA, ASTSWMO, and EPA committees, task forces, etc., to provide maximum input in development of policies.
- b. Staff will submit comments which reflect Utah policies on proposed federal solid and hazardous waste programs.

**DSHW ANNUAL GOAL:**

Ensure staff availability to attend regional and national policy meetings and to participate on appropriate committees.

**Measures:**

- a. Determine success of legislative, budget, and policy initiatives identified as priorities.
- b. Appropriate input is given directly by state and through organizations to decision makers on priority issues.

**CUSTOMER SERVICE AND PARTNERSHIPS****DSHW STRATEGIC GOAL:**

The Division will operate and function as an internal and external customer-oriented agency by focusing on customer service in all Division activities and partnerships.

**Measures:**

- a. Customer feedback is solicited and evaluated.
- b. Feedback on success of partnerships is received and evaluated.

**DSHW ANNUAL GOALS:**

1. Permitting and compliance processes will involve continuous customer input to provide workable and fair permits and compliance actions.

**Measures:**

- a. Permitting process will include regular contacts with applicant, local governments, other agencies, counties, and the impacted general public.
  - b. The public will be involved as required by statute, regulation, or state public participation policies.
  - c. Compliance and enforcement process will include regular meetings with affected parties prior to final determinations.
  - d. Surveys will be provided to external customers involved in the permitting and/or inspection process(es) seeking specific feedback on process successes as well as process improvements. Surveys are voluntarily completed and returned to the Division for review, compilation, and follow up.
  - e. Internal processes will be assessed to identify areas for improvement.
2. The DSHW and EPA will strive to enhance the State/EPA partnership and to ensure the management of a quality hazardous waste program.

**Measures:**

- a. Program guidance/agreements: the DSHW and EPA will jointly develop and maintain the MOA, the enforcement agreement, quality assurance plan for environmental data collection, and other operating guidance.
- b. Strategic planning: the DSHW and EPA will jointly plan and prioritize program goals, objectives and activities which address joint priorities. Activities include PPA development, beginning of year plan (BYP), inspection strategies, planning meetings, etc.

- c. Coordination of joint activities: the DSHW and EPA will maintain a high level of coordination and cooperation between state and EPA staff to assure successful and effective administration of the program. Coordination includes evaluation of desirable technical support and targets for joint efforts/work sharing.
- d. Program communication: maintain frequent/open communication on routine matters, changes in program capability, legislation, and resource levels, emergency situations, and other key activities as described in the MOA. EPA and the DSHW will hold regular meetings to share information, identify and solve problems, and engage in short-term planning efforts.
- e. Training and technical assistance: the DSHW and EPA will jointly identify state training and technical assistance needs. EPA will make training and technical assistance available to the state and will work towards improving the capability to provide high quality assistance.

### **STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS**

#### **DSHW STRATEGIC GOAL:**

Develop statutory and regulatory authorities to qualify for continued program authorization.

##### **Measure:**

Updated authorization is granted by the federal government.

#### **DSHW ANNUAL GOALS:**

1. Adopt new hazardous waste, solid waste, and used oil rules promulgated by EPA to maintain regulatory equivalency and program authorization.

##### **Measures:**

- a. Identify new federal hazardous waste rules promulgated during cluster period ending June 30, 1999 and which require adoption by the Solid and Hazardous Waste Control Board.
  - b. Rulemaking process will be completed by August 2000.
2. Submit updated authorization applications to EPA to obtain maximum program authorization.

##### **Measures:**

- a. Draft authorization application for Addendum 11 will be submitted to EPA for review and comment by 9/00.

- b. Receive comments on draft Addendum 10 application from EPA by 5/00.
- c. Following review and approval from AG's office, submit final Addendum 10 application to EPA by 8/00.
- d. Participate in authorization streamlining efforts, as available.
- e. Jointly review the current MOA and program description. Any necessary changes will be jointly agreed to and submitted in a revised document.

### **COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS**

#### **DSHW STRATEGIC GOAL:**

Improve the efficiency of statewide delivery of waste management services by strengthening relationships with local health departments and EPA.

##### **Measures:**

- a. Key waste management problems identified and implemented by partnership of local health departments, local government, DSHW, and EPA.
- b. Adequate resources combined to fully implement Environmental Service Delivery Plan.

#### **DSHW ANNUAL GOALS:**

- 1. Strong positive relationship established among DSHW, local health departments, and EPA.

##### **Measures:**

- a. Each local health department notified of any Division activities occurring in their areas of jurisdiction.
  - b. Division Director and/or other appropriate staff meet with each local health department at least annually.
  - c. Coordinate partnership efforts among the Division, local health departments, and EPA.
- 2. Local governments will be informed concerning solid waste, used oil programs, etc., in

order to be able to comply with appropriate regulations and plan for future needs.

**Measures:**

- a. DSHW will participate, when invited, with local government organizations, at regular seminars and training meetings, as well as respond to individual requests for information.
- b. Input will be directly solicited from local governments regarding proposed rules which could impact their areas of jurisdiction.



August 6, 1998

Wanda C. Taunton, Director  
Hazardous Waste Program  
U.S.EPA Region VIII  
999 18th Street - Suite 500  
Denver, CO 80202-2466

Dear Ms. Taunton:

Please find enclosed the State of Utah's projected hazardous waste activities for FY 99 in the areas of permitting and closure/post closure, corrective action, stabilization and authorization/rulemaking.

#### **Permitting**

Operating permits will be re-issued to Safety Kleen (Grassy Mountain and the Salt Lake Service Center), Deseret Chemical Depot (CAMDS) and the Utah Test and Training Range (includes Subpart X). Permit renewal applications will be received later this year for Deseret Chemical Depot (TOCDF) and Safety Kleen - Aragonite. It is anticipated that work will begin on these applications as well.

#### **Closure/post closure**

A post closure plan will be approved for Flying J. Closure plans will also be approved for Utah State University and for a limited number of hazardous waste managements units at Dugway. It is anticipated that a post closure permit application will be received from Geneva later this year and work on this application will begin.

#### **Corrective Action**

The RFA will continue at Ashland.

RFI's will be initiated/continued at Amoco, Dyno Nobel, Alliant, Utah Test and Training Range, Thiokol, Dugway, Deseret Chemical Depot, Flying J, DDOU, Geneva, Penzoil, Ensign-Bickford and Englehard. Corrective measures implementation will continue at Chevron. The Corrective Measures Study will continue at Tooele Army Depot.

The remedy for Syro has been selected, risk assessment will continue.

### **Stabilization**

Stabilization needs will be evaluated at all high priority facilities where this evaluation has not occurred.

### **Authorization/Rulemaking**

For purposes of consistency and equivalency, the Division will submit to EPA Region VIII, with each rulemaking proposal, a table that identifies, by checklist number, if available and Federal Register reference, the corresponding federal hazardous waste regulations addressed by the proposal. This submittal will assist EPA staff in their review and tracking of Utah's adoption status of federal hazardous waste regulations.

If you have any questions or require additional information, please contact Scott Anderson at (801) 538-6170.

Sincerely,

Dennis R. Downs, Director  
Utah Division of Solid and Hazardous Waste

DRD/STA/ser

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# **DEPARTMENT OF ENVIRONMENTAL QUALITY**

## **OFFICE OF PLANNING & PUBLIC AFFAIRS ANNUAL GOALS FY 2000**

### **PPA MISSION:**

**Enhance the effectiveness of the Department and Divisions by partnering in community relations, press relations, pollution prevention, public education, planning, small business assistance and environmental justice.**

### **ENVIRONMENT**

#### **PPA STRATEGIC GOAL: #1**

Promote environmental excellence by partnering with the Department and Divisions in policy and planning initiatives.

#### **PPA PLANNING GOALS:**

1. Coordinate information and participate when requested with Utah Tomorrow Committee, UACIR, and SUPAC.

##### **Measures:**

- a. DEQ measures are incorporated.
- b. Information and issues from the Utah Tomorrow Committee, UACIR, and SUPAC are coordinated through appropriate DEQ channels.

2. Provide planning support to statewide initiatives.

##### **Measures:**

- a. DEQ participation in Governor's 21<sup>st</sup> Century Communities initiative.
- b. Information and issues from statewide initiatives are coordinated through appropriate DEQ channels.

3. Provide planning support for DEQ initiatives.

##### **Measures:**

**CBEP SW→** a. Maintain Southwest community-based planning effort:

**UB→** b. Continue community-based planning effort in Uintah Basin.

**CBEP→**(do we want to be more specific as to what's involved here?)

**P2→** c. Pollution Prevention cross-media projects identified and completed.

d. Incorporation of environmental indicators into Local Health Department contracts, Performance Partnership Agreements, and Uintah Basin Partnership.

e. Completion of FY 99 Performance Partnership Agreements.

f. Completion of End-of-Year report for FY 98 PPA.

g. Support Grantsville HEAL project.

h. Assist with The One Stop Program.

4. Provide policy support for DEQ initiatives.

**Measures:**

a. Assist with tribal relations issues.

b. Monitor Environmental Justice, Sustainable Communities, and CBEP issues.

c. Upon request, assist with Environmental Council of States (ECOS) and Common Sense Initiative (CSI) issues.

d. Assist with development of DEQ's small business policy.

**PPA STRATEGIC GOAL #2:**

**P2→** Promote environmental excellence by facilitating integration of Pollution Prevention initiatives in DEQ and throughout the state.

**PPA POLLUTION PREVENTION ANNUAL GOALS:**

**CPM P11→**

**P2→** 1. Develop pollution prevention program and provide training.

**Measures:**

a. Administer P2 grant by preparing applications and quarterly reports, monitoring budget, and providing department oversight for P2 initiatives.

b. Maintain P2 homepage and library.

- c. Identify training opportunities to support integration of P2 into DEQ programs.

**P2→** 2. Integrate pollution prevention concepts into ~~comparative~~ risk mitigation strategies and community-based efforts.

**Measures:**

**CR→**  
**CBEP→** a. Participate in ~~comparative risk~~ community-based environmental planning and implementation efforts.

**CBEP→**  
**UB→** b. Identify P2 opportunities in CBEP activities in Southwest and Uintah Basin.

**P2→** 3. Encourage incorporation of pollution prevention into permits, compliance and enforcement actions, and outreach activities.

**Measures:**

a. Coordinate DEQ internal P2 round tables to share ideas and develop strategies to incorporate P2 into all DEQ programs.

b. Promote and educate on the use of SEP in enforcement negotiations.

**SBA→** c. Continue to work with the P2 in permitting initiative undertaken by Air Quality's Small Business Assistance Program.

d. Provide P2 information to the Small Business program for the development of a "yellow pages" for DEQ.

e.

**P2→** 4. Encourage energy efficiency and conservation through In Concert with the Environment, the debate program, and other Energy Office programs.

**Measure:**

a. Continue partnering with the State Office of Energy Services to provide P2 educational opportunities to schools, national parks and the public.

**P2→** 5. Encourage pollution prevention to Utah citizens through Project Environment and other USEE projects.

**Measure:**

a. Partner with the Utah Society for Environmental Education to continue P2 video contest and annual Earth Day event.

b. Partner with USEE in implementation of an annual educators conference.

c. Partner with USEE and SLOC in development of Utah Environmental Education Council.

- OLY→ 6.** Serve as DEQ contact for development and implementation of Local Health/Olympic Alliance (EPHA) group.

**Measures:**

- a. Provide DEQ coordination and technical assistance at monthly Alliance meetings and sub-committee meetings.
- b. Coordinate and oversee EPA/PHS funds provided to EPHA to support a coordinating position for the Alliance.

- OLY→ 7.** Serve as secondary contact for Utah Olympic activities. Provide assistance to DEQ Director (primary contact) on a regular basis.

**Measure:**

- a. Pollution Prevention concepts are incorporated into Olympic environmental activities.
- b. DEQ has developed and collected environmental "issues" list and is preparing public documents that describe our efforts.

- 8.** Serve as DEQ representative for the following Olympic related groups:

- a. EAC-Sustainable Facilities
- b. EAC-Materials Management
- c. EAC-Environmental Education
- d. Environmental and Public Health Alliance (EPHA)
- e. NRCC 2002

**Measure:**

Pollution Prevention strategies are incorporated into Olympic related activities.

- OLY→ 9.** Serve on DEQ's internal Olympic workgroup.

**Measure:**

Coordination of DEQ Division Olympic activities is achieved.

- 10.** Coordinate with Utah Indian Tribes as they develop environmental programs.

**Measures:**

- a. Provide technical assistance on an as-needed basis.
- b. Provide training opportunity's and information bi-monthly.



- P2→**
11. Encourage the incorporation of pollution prevention concepts to Utah's business community.
  12. Develop guidelines and "best product list" for use by building contractors
    - a. Educate building contractors on P2 practices.
  13. Continue to support source reduction and recycling activities throughout Utah.
    - a. Develop brochure that will list source reduction and recycling contacts throughout the State.
    - b. Coordinate with DCED on promoting Market Development Zones project.
    - c. Provide technical assistance to the Utah Recycling Advisory Council.

**CPM P12→**

**Measures:**

- a. Continue to oversee and coordinate DEQ's Pre-Design conference program.
- b. Continue development of Green label program with participation from the Department and Divisions and other state and federal agencies.
- c. Continue to serve as board member and work with Utah's Pollution Prevention Association.

- SBA→**
- d. Integrate P2 into DEQ small business assistance.
  - e. Provide technical assistance on an as-needed basis.
  - f. Continue implementation of pollution prevention assessment program with national parks and other groups.
  - g. Coordination with NIST/Manufacturing Extension partnership.

**PPA STRATEGIC GOAL: #3**

Promote a sustainable relationship between economic development and environmental protection by coordinating work with small businesses and related organizations.

**SBA→ PPA SMALL BUSINESS ASSISTANCE GOAL:**

1. Facilitate the development of the DEQ small business assistance policy.

**Measures:**

- a. Public participation plan maintained through the Compliance Assistance Panel, DEQ Boards, and other entities (through UBRN) - this is a dynamic process.
- b. Small business policy maintained - this is a dynamic process.
- c. Inspector and general DEQ training developed and implemented.

- d. DEQ Yellow pages, business assistance page and twenty four hour internet access completed.
- e. Expand staff business "empathy" training with other agencies.

**SBA→ 2.** Coordinate with other state/local entities.

**Measures:**

- a. Serve as a member of the Lt. Governor's Small Business Advisory Council (currently an advisory council to the DCED DBED board)
- b. Develop working relationship with the Utah Manufacturer's Extension Partnership (UMEP).
- c. Serve as UMEP board representative for DEQ.
- d. Continue to participate in the Utah Business Resource Network.

**SBA→ 3.** Serve as small business ombudsman for DEQ.

**Measures:**

- a. Assist small businesses with DEQ permitting process and other programs as needed.
- b. Assist DEQ divisions with the development of appropriate outreach materials.
- c. Involvement with outreach opportunities such as conferences, presentations, etc. to provide information to small businesses.
- d. Continue to develop and work towards cross-media Small Business Assistance program with DEQ.

**CUSTOMER SERVICE**

**PPA STRATEGIC GOAL #4**

Promote environmental excellence by providing public information and participation opportunities.

**PPA PUBLIC EDUCATION ANNUAL GOAL:**

- 1. Link public education projects across divisions.

**Measures:**

- a. Correlate 1-800 calls to education initiatives.

- b. DEQ initiatives incorporated into Take Pride in Utah.
  - c. Assess the response of targeted audience.
  - d. Distribute Project Environment materials.
  - e. Coordinate redevelopment of DEQ display and department-wide participation in the State Fair, League of Cities and Towns conferences, Earth Day and other outreach opportunities.
2. Oversee content and coordinate information dissemination on DEQ Home Page.

**Measures:**

- a. Serve as DEQ Webmaster and coordinate internal Web workgroup.
- b. Update Home Page as needed, edit content especially on main Department and Division pages, standardize page titles and footers, and assure that copy is written clearly and concisely, using Associated Press style guidelines.

**PPA COMMUNITY RELATIONS ANNUAL GOALS:**

1. At the request of the Divisions, provide assistance in preparation and implementation of community action plans for specific projects and programs.

**Measures:**

- a. Training is conducted, on request, on community action plans.
  - b. Plans are developed in conjunction with project or program manager.
  - c. At the conclusion of a project, a survey or other feedback tool is administered to determine success.
2. Provide coordination of environmental justice issues.

**Measures:**

- a. Provide grant information to interested entities.
- b. Assist with EJ questions as needed.

**PPA MEDIA RELATIONS ANNUAL GOALS:**

1. Coordinate DEQ media relations.

**Measures:**

- a. DEQ media policy is followed.
  - b. Reporters use DEQ's public information office.
  - c. Staff use DEQ's public information office.
2. Provide training for DEQ staff to handle interview situations and public presentations.

**Measures:**

- a. Dry runs are conducted prior to public presentations.
- b. Develop and provide media training to all Divisions.
- c. Coordinate training for Home Page design and content.

**COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS**

**PPA STRATEGIC GOAL #5**

Coordinate delivery of environmental services with local health departments and local governments.

**PPA LHD LIAISON ANNUAL GOAL:**

Amend and update Environmental Service Delivery Plan reflecting partnership initiative.

**Measures:**

- a. Environmental Service Delivery Plan is aligned with DEQ Goals and Objectives.
- b. Signed contracts, MOU's or updated sections of Environmental Service Delivery Plan.
- c. Pollution Prevention efforts are coordinated in Environmental Service Delivery Plan.

**EMPLOYEES**

**PPA STRATEGIC GOAL #6**

Promote environmental excellence through teamwork and mutual support; in providing training and recognition.

**Measures:**

- a. Value-added roles for PPA staff in department activities.

- b. Training provided.
- c. Teamwork and individual efforts recognized.

**PPA EMPLOYEE ANNUAL GOALS:**

1. Create training opportunities and support participation in professional organizations.

**Measures:**

- a. Training provided.
  - b. Participation in professional societies.
2. Use staff meetings to share project information, to encourage synergy, and to recognize individual and team effort.

**Measures:**

Use formal/informal reward system to recognize and acknowledge individual and group achievements.

**DEPARTMENT OF ENVIRONMENTAL QUALITY  
OFFICE OF HUMAN RESOURCE MANAGEMENT  
STRATEGIC AND ANNUAL GOALS  
FY 2000**

**ENVIRONMENT**

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

*Measures:*

1. Necessary statutes, rules, and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

*Measures:*

1. Stakeholders participate in the development and implementation of environmental policies and programs.
2. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

*Measures:*

1. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.
2. Success of legislative, budget, and policy initiatives identified and supported by DEQ.



### **OHRM STRATEGIC GOAL:**

Develop, implement, and maintain customer service oriented resource policies and procedures to provide for the effective recruitment, selection, performance management, training, recognition, classification, compensation, and development of departmental employees; and support employees in the administration and interpretation of those policies and procedures in a consistent, effective and efficient manner.

#### *Measures:*

1. Procedures developed.
2. Employee and supervisor feedback.

### **CUSTOMER SERVICE**

Operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through teamwork and partnership.

- \* Make timely decisions.
- \* Improve coordination with internal and external customers.
- \* Provide effective communication, timely information, and clear direction to customers.
- \* Encourage public involvement and informed decision-making.
- \* Involve customers in the rulemaking process.
- \* Work in partnership to solve problems.

#### *Measures:*

1. Decisions and services provided within agreed upon time frames which best meet customers' needs.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rulemaking.

#### *Measures:*

1. Decisions and services provided within agreed upon time frames which best meet customers' needs.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rulemaking.

4. Recruitments are completed in a timely manner, positions filled according to established time frames.
5. Assignments are completed in accordance with outlined responsibilities.

### **OHRM STRATEGIC GOAL**

Operate as a customer oriented office by focusing on customer service, trust and problem solving through teamwork and partnership.

- A. Develop a formal procedure to identify our customers' needs.
- B. Evaluate policies and procedures
- C. Improve communication with internal and external customers.
- D. Make timely decisions.
- E. In partnership with DHRM, develop operating contract.
- F. Performance plans are developed outlining specific duties and responsibilities focusing on Operating Principles.
- G. Utilize Utah Skills Match to provide the Qualified Applicants.

#### *Measures:*

1. Procedures developed.
2. External and internal customer feedback.
3. Re-engineering provides successful, understood transition of Class/Comp., to skill-based class/comp., process.
4. Customer Feedback.
5. Contract goals followed
6. Operating principles are displayed and utilized as part of business practice.

## **OHRM ANNUAL GOAL:**

Review, revise and develop policies and procedures enhancing customer service.

### *Measures:*

1. By 10/1/99 review current policies to insure compliance with new State and Federal requirements.
2. By 10/1/99 identify policy needs.
3. By 11/1/99 develop or amend needed policies/procedures.
4. Within 120 days of issue, policies will be developed and processed for implementation.
5. Approved Department policies/procedures will be disseminated to all Department agencies within 30 days of the implementation or effective date.
6. Active involvement in the formulation of State Human Resource policies/procedures and legislation.
7. Adhere to all provisions of the DHRM delegation agreement.
8. Active involvement in State consortiums, committees, and task forces.
9. As requested, assist State and local governments with committees, training, classification and other HR issues.
10. Receive positive feedback.
11. OHRM newsletter published quarterly.

## **STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS**

Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

*Measures:*

1. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
2. Utah issues and DEQ concerns are reflected in state, regional and national environmental policies.

**OHRM STRATEGIC GOAL:**

OHRM revise/review and coordinate statewide Department trip reduction program.

*Measures:*

1. Trip reduction information provided and distributed to employee/customers.
2. Drive alone rates are reduced.
3. Use alternative such as telecommuting, flex schedules, alternative work schedules while maintaining positive customer service base.
4. ECO passes advertised and utilized by employees

**COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS**

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with local health departments and local governments.

- \* Work with local governments and provide information to plan for and manage the environmental impacts of growth.
- \* The Environmental Services Delivery Plan delineates roles and responsibilities and establishes accountability between DEQ and local health departments and local governments.
- \* Focus on teamwork and partnership in identifying and resolving problems.

*Measures:*

1. Key problems identified by DEQ and LHDs and local governments are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.

### **OHRM STRATEGIC GOAL**

In accordance with Utah Code 26A-1-112, promote, provide and coordinate continuous quality-based human resource services for local health department and local governments.

#### *Measures:*

1. Provide information and requested assistance to local health departments to ensure that local health department position qualifications are comparable with the Utah Department of Environmental Quality within specified mutually upon time frames.
2. Customer feedback.

### **EMPLOYEES**

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- \* Employee participation and continued involvement are encouraged.
- \* Teamwork and problem solving are encouraged.
- \* Employees are recognized for their contributions.
- \* Provide opportunities for training and professional development.

#### *Measures:*

1. Employee feedback.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.

4. Employee recognition programs are in place, utilized, and meet employee and management needs.
5. On the spot awards used by Managers.

**OHRM STRATEGIC GOAL:**

Promote, provide and coordinate continuous quality-based employee development and training opportunities.

*Measures:*

1. Course assessments.
2. Employee interest.
3. Attendance.
4. Needs assessment.
5. Programs utilized.

**OHRM ANNUAL GOAL:**

Review, revise, assess and develop applicable training programs.

*Measures:*

1. Corrective action/discipline training will be offered quarterly.
2. Sexual Harassment Avoidance training will be offered quarterly.
3. Recruitment/ADA/Selection training will be offered quarterly.
4. Driver Safety training will be offered quarterly.
5. Telecommuting training will be offered as requested.
6. Certified Public Management training will be offered quarterly.
7. HRM/Department rules/regulations training will be offered annually.



8. Leadership/liability training programs are developed and presented.
9. Utah Skills Match training provided to all employees.
10. Customer service training provided.
11. Feedback

#### **OHRM STRATEGIC GOAL:**

Provide programs to develop and promote employee well being, involvement, and recognition to maximize employee productivity.

##### *Measures:*

1. Employee feedback.
2. Programs in place.
3. Program utilization.
4. Staff meetings are called quarterly with division management team.
5. Benefit information updated and communicated to employees.
6. Procedures are followed according to training.
7. Liability issues are reduced.
8. Organize, maintain, and coordinate ETC efforts for DEQ.

#### **OHRM ANNUAL GOAL:**

Fair and consistent application of services and programs provided by the Department.

##### *Measures:*

1. Review, revise, and establish programs to recognize employee contributions.
2. Provide a quarterly summary of monetary awards to each Division/Office director.
3. Maintain an applicable employee assistance referral program.

4. Provide confidential problem resolution services, and appropriate referral services.
5. Fair, equitable, consistent services will be provided to all employees.
6. Provide service awards annually.
7. Provide employees with a wider selection of service awards.
8. Recognize accomplishments/contributions of employees through such areas as newsletter, staff meetings, e-mail, and other methods of recognition.
9. Operating Principles are utilized in conducting business.

**OHRM STRATEGIC GOAL:**

Maintain complete, orderly, and confidential personnel records which document employee performance, record benefits, employee development, training and compensation.

*Measures:*

1. Records are complete.
2. Records are retrievable.
3. Records are accessible.
4. Employee feedback.

**OHRM ANNUAL GOAL:**

Employee personnel files will be maintained in accordance with established guidelines.

*Measures:*

1. DHRM delegation agreement will be followed.
2. Maintain confidentiality of materials in personnel files in accordance with State and federal rules.
3. All new employees' files will be developed within two weeks of new employee orientation.

4. Physical security will be maintained in accordance with applicable State and federal requirements.
5. Conduct annual assessment of employee personnel information located in the personnel file and on the employees' history cards.
6. Provide HRE information to employees, assist to understand process.
7. Continue to provide support in USM.

## **BOARDS**

Clarify the roles of the boards. Inform and educate members so that they can evaluate policies and make informed decisions.

### *Measures:*

1. Board members receive information necessary for knowledge of roles, responsibilities and key issues.
2. Policy issues are resolved and the record of meeting reflects decisions and information considered in making the decision.

## **OHRM ANNUAL GOAL:**

Provide timely notary services as requested by the statutory boards.

### *Measures:*

1. Payroll consistent with established practice.
2. Orientation

Revised 5/21/98

DEPARTMENT OF ENVIRONMENTAL QUALITY

OFFICE OF SUPPORT SERVICES

FY 2000

CUSTOMER SERVICE

DEQ STRATEGIC GOAL:

Operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through teamwork and partnership.

- \* Make timely decisions.
- \* Improve coordination with internal and external customers.
- \* Provide effective communication, timely information and clear direction to customers.
- \* Involve customers in the rule making process.
- \* Work in partnership to solve problems.

Measures:

1. Decisions and services provided within agreed upon time frames which best meet customers' needs.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rule making.

## OSS STRATEGIC GOAL:

Operate as customer-oriented agency by focusing on customer service, trust and problem solving through teamwork and partnership.

- \* Execute a formal procedure to identify our customer's needs.
- \* Execute a procedure for evaluation of all our current procedures.
- \* Improve coordination and communications with our current procedures.
- \* Make timely decisions.

## Measures:

1. Annual prioritized list of customer needs.
2. Customer feedback.

## OSS ANNUAL GOALS:

1. OSS Quality Council will meet with key employees (as identified by Division Directors) of each Division to discuss the quality of services being provided and any possible services that are necessary, but not currently being provided. An e-mail will be sent to each Division Director requesting the meeting be scheduled and outlining the general topics of discussion. This will allow the Division Director time to alert staff and collect items they may wish to discuss. This will be done on an "as needed" basis.
2. The Budget Section will continue to work with SSC's and other division staff to help them develop skills in using support tools such as Access and the Clarion budget and forecasting
3. The Budget Section will continue to explore options for other budget preparation and forecasting systems.

4. The Budget Section will develop a process of exchanging information with the fiscal analyst's office that will reduce the need to retype documents we submit. This includes the fee document and the programs descriptions. The objective of this is to reduce errors.
5. The Budget Section will insure the fiscal analyst increases appropriations to the Used Oil and Used Tire programs for COLA; and will expand this to other restricted accounts as appropriate.
6. The Budget Section will begin allocations for the initial work programs immediately after the end of the legislative session, and no longer depend on worksheets from the analysts.
7. The Budget Section will learn and document Clarion processes for the following:
  1. Downloading monthly Finet data into the forecasting system.
  2. Upload final department budget to the State budget system.
  3. Convert current year Clarion budget data into the new year Clarion budget prep system.
8. The Budget Section will prepare various analysis of historical budget reductions; unfunded program requirements; performance measures history by division; costs per FTE charts and a detailed analysis of General Fund.
9. The Budget Section will develop a schedule of significant budgeting due dates.
10. The Information Technology Section will work to insure full Y2K compliance of DEQ information systems, network, data exchanges with EPA, and interfaces with state.
11. The Information Technology Section will sustain the One Stop Reporting Initiative.
12. The Information Technology Section will work on compliance of licensing of MS software.
13. The Information Technology Section will ensure network availability and functionality rate of 99% during core business hours.
14. The Information Technology Section will WEB-enable the purchase requisitions, out of state travel, and time sheet accounting information systems. The will also provide technical resources in JAVA and WEB design.



15. The Information Technology Section will re-engineer DEQ's telecommuting approach to match customer needs and evolving technologies.
16. The Information Technology Section will coordinate inter-departmental technology exchange and sharing to reduce IT inequities.
17. The information Technology Section will coordinate Graphical Information Systems resources.
18. The Information Technology Section will coordinate training which may include a combination of computer-based training courses, in-house training using DEQ area experts, or outside trainers using the DEQ training room.
19. The Information Technology Section will help in the transition and interoperability to MS Word and MS Excel.
20. The Finance Section will closely monitor cash and investment balances in Department funds that allow interest to maximize investment earnings.
21. The Finance Section will develop and maintain a grant and contract database to improve reporting of grant and contract data to the divisions to assist them in monitoring their grants and budget.
22. The Finance Section will continue to process DP1's and pay accounts payable on a timely basis to help ensure the division's procurement and vendor payments are made timely.
23. The Finance Section will continue to review the accounts receivable policy and procedures of the Department and propose recommendations for improvement
24. The Finance Section will continue to audit the waste disposal fees that go into the Environmental Quality Restricted Account to ensure that the fees paid by the waste disposal facilities are complete and accurate.
25. The Procurement and Administration Section will continue to provide training in travel, DP1's and records management for the divisions.
26. The Procurement and Administration Section will continue to work in conjunction with the IT section to monitor and enhance the DP1 system.
27. The Procurement and Administration Section will continue to work with the IT section to monitor and enhance the travel system.
28. The Procurement and Administration Section will study and improve upon where needed the customer service response time for purchasing and

travel.

29. The General Services Section will continue to work with the Division of Risk Management in identifying, minimizing, and preventing potential loss to the Department through DEQ's Risk Management Committee. General Services will meet routinely with DEQ's Risk Management consultants and participate in quarterly educational seminars and workshops.
30. The General Services Section will work with Risk Management's new security specialist in the coming year to determine where building safety measurements can be enhance. This includes safety training procedures during and emergency (unauthorized intruder entry, etc.). Policy and guidelines will be established and training provided to employees as needed. General Services will work closely with HRM and participate in "violence in the workplace" training sessions.
31. The General Services Section will produce space designs, (cubicle modifications) and provide them to divisions and offices directly where possible, without the aid of an outside contractor. Designer software and computer upgrade are required to meet this goal.
32. The General Services Section will continue to participate in state wide committees and work groups to ensure DEQ is in alignment with the State's business processes where applicable to General Services functions.
33. The General Services Section will work closely with DFCM to ensure the readiness of building controls and systems upon the Y2K event.
34. The General Services Section will work closely with Burns Security Systems during the transition period from DPS's departure (7/1/99 target date) to ensure DEQ's security requirements are addressed and met.
35. The General Services Section will produce and issue (upon review by OSS) the "OSS Users Guide".
36. OSS employees will be expected to participate in applicable state-wide policy formulating committees and work groups in order to:
  1. Ensure alignment of Department business processes with State business processes.
  2. Influence State policy and procedures to satisfy DEQ needs.
  3. Communicate and coordinate State policies and procedures with the rest of the Department.

## EMPLOYEES

## DEQ STRATEGIC GOAL:

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- \* Employee participation and continued involvement are encouraged.
- \* Teamwork and problem solving are encouraged.
- \* Employees are recognized for their contributions.
- \* Provide opportunities for training and professional development.

### Measures:

1. Employees' feedback.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized and meet employee and management needs.

## OSS STRATEGIC GOAL:

In order to more fully utilize our major resource, the employees of the Office of Support Services must achieve the following:

- \* Standards must be established and followed for communicating pertinent information to each employee in the office.
- \* Implement employee recognition programs and practices that will result in a work force that believe quality work is recognized.
- \* Develop within existing resources the most efficient professional development program possible; and
- \* Employees will continue to be part of the problem-solving process

and in an environment where they not only are comfortable expressing their ideas and concerns, but are expected to do so.

Measures:

1. Employee surveys.
2. Prioritized list of necessary professional development.
3. Quarterly meeting with all employees to discuss problems and solutions.

OSS ANNUAL GOALS:

\* Quarterly meetings with all employees of OSS will include the following discussions:

- a. Status of progress toward achievement of OSS annual goals;
- b. Employee suggestions for procedural enhancements.
- c. Status of the Department's and various Division's progress toward achievement of annual goals; and
- d. Other department/office initiatives.

\* Effectively utilize the Department's Quality Recognition program and develop sensitivity among OSS employees (especially supervisors) as to the importance of employee rewards and recognition.

\* All employees will understand the Department's Operating Principles. Those principles will be reflected in the way each employee of the Office conducts business.

\* The Office will support the Department's leadership development efforts. All training will be attended by the appropriate individuals and it will be expected that those individuals will apply lessons learned in that training.

STATE BASED REGULATION OF ENVIRONMENTAL PROGRAMS

DEQ STRATEGIC GOAL:

Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

Measures:

1. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
2. Utah issues and DEQ concerns are reflected in state, regional and national environmental policies.

OSS STRATEGIC GOAL:

OSS will take an active role to help influence and develop rules and programs that are consistent with and help Utah achieve its needs.

OSS ANNUAL GOALS:

1. The office will continue to be involved in the development and rewrite of Federal regulations dealing with the Administration of Federal Grants. All new proposals will be monitored and appropriate feedback will be provided by OSS.
2. The Office will continue to provide national leadership in developing the One Stop Automated System. The Office will continue to coordinate and lead in the development of the department's One Stop reporting system.
3. The Office will continue to provide the financial application for the Performance Partnership Grant and will complete the grant and all necessary amendments and changes within prescribed due dates.

COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

DEQ STRATEGIC GOAL:

Improve the effectiveness and efficiency of statewide delivery of



environmental services by strengthening relationships with local health departments and local governments.

- \* Work with local governments and provide information to plan for and manage the environmental impacts of growth.
- \* The Environmental Services Delivery Plan delineates roles and responsibilities and establishes accountability between DEQ and local health departments and local governments.
- \* Focus on teamwork and partnership identifying and resolving problems.

#### MEASURES:

1. Key problems identified by DEQ and LHDs and local governments are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.

#### OSS STRATEGIC GOAL:

OSS will provide appropriate administrative support to strengthen the relationship of the Department with local health departments and local governments.

#### OSS ANNUAL GOALS:

1. OSS will avail itself to the local health department business managers group to provide expertise and assistance.
2. Quarterly contract payments will be processed on a timely basis.
3. We will provide information technology assistance to local health departments to assure network connectivity.